

# Sea Warrior — a true revolution in training

## Interview with Vice Admiral J. Kevin Moran

### Commander, Naval Education and Training Command

*Encore! Encore! When the CHIPS staff heard Vice Adm. Moran brief the Sea Warrior vision to the spellbound audience at the FORCENet Engineering Conference in June, we had to ask the admiral if he would discuss some of the aspects of the Sea Warrior vision with CHIPS.*

*This interview is a follow-on to Vice Adm. Moran's interview in the Jul-Sep 2005 issue where he talked about Navy Knowledge Online serving the educational and training needs of today's Sailors.*

**CHIPS:** What is the 5 Vector Model and what does it mean to Sailors? Can Sailors tailor it according to their career goals or is the 5VM standardized according to rating?

**Vice Adm. Moran:** It is flexible, and it is both standardized and tailorable. I call it the Sailor's resumé. It is a way of capturing the requirements for a position in the U.S. Navy, and it is a real resumé for a Sailor. For example, the professional vector for an electrician's mate was built by a Job Task Analysis (JTA) that asked, 'What it is this Sailor needs to know and when does he or she need to know it?'

We worked with a company called SkillsNET® because its algorithm is linked to the Department of Labor statistics and standards. When you are done doing the JTA, you take that data and apply it to the algorithm and out comes a series of skill objects. Skill objects are simply a way of bundling knowledge, skills, abilities and training into small, manageable, chunks of human resource data.

Then you lay these skill objects out at the apprentice, journeyman and master levels on the vector and take it to the community in the fleet that has responsibility for that vector, in this case the Commander of Naval Surface Forces, to get the data verified. We would then ask the admiral and his staff, 'Do you think that this is in fact the requirements for electrician's mates in terms of what they need to know and when they need to know it throughout their careers?' When he said 'Yes,' it became the requirement for electrician's mates.

The professional vector is the requirement. Sailors who are electrician's mates build their resúmes based on the requirement. That's why I say that the 5VM is both a requirement and a real resumé. Does the Sailor have control over it? Absolutely. When Sea Warrior comes to life, the Sailor's challenge is to improve that resumé to be ready for the next position.

**CHIPS:** In your brief you talked about how commanding officers will have the ability to view a Sailor's 5VM to make sure he or she is the right fit for the job. Would the commander only look at the professional development vector or would personal development be viewed as well? For example, if someone took the initiative to learn a foreign language or some other useful skill would that be of interest?

**Vice Adm. Moran:** Let me first say we are not quite there yet. We



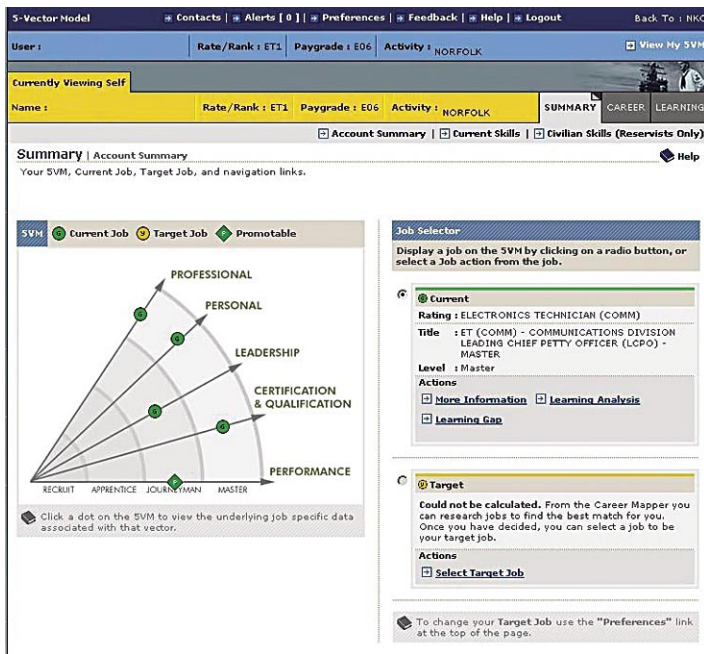
**Vice Adm. J. Kevin Moran at the FORCENet Engineering Conference briefing the Sea Warrior vision June 28, 2005.**

have two of the three databases we need to be able to do exactly what you describe in the question, and we are just starting the third one now. We need that third database for the gaining command to be able to see the requirements versus the Sailor's resumé.

You can go on Navy Knowledge Online today and look at 5 Vector Models for Sailors, but all the 5VMs are not fully populated. We are not detailing by the 5VM yet. We have to complete that third database to do the interactive detailing you just asked about. If that third database were operational, the gaining command would be able to see that someone could, for example, speak a foreign language, although that may not be relevant for the position that individual is interested in. In the vision we have today for Sea Warrior, the gaining command will be able to look across the 5 Vectors of the model to see if the individual fits the position.

**CHIPS:** It appears that Sailors will need to be self-motivated to make this training approach work. Is mentoring or leadership help available through Sea Warrior to keep Sailors motivated?

**Vice Adm. Moran:** You are absolutely right. Right now our training and development process in the Navy is a push system. You get orders — we are pushing you to the next command — and we are pushing you through the training in the development piece. Sea Warrior is a pull system, so Sailors will be able to



Computer screen showing the 5 Vector Model module.

improve their resumés to get ready for the next position. Realistically, we know there will be folks who are like General Colin Powell and General Douglas McArthur who will stick out like a sore thumb, and mere mortals like most of us that will have some holes in our resumés, and we know there will always be those individuals that will be a bit of a challenge.

Along with building Sea Warrior, the folks at Navy Personnel Command (NPC) have been working on a new performance and mentoring process to work with Sea Warrior to help Sailors to succeed. I would defer to them for a more definitive definition of the new mentoring program they are working on, but the short answer is yes.

**CHIPS:** How does the 5VM impact manning?

**Vice Adm. Moran:** Sea Warrior will be the process to manage our Human Capital Strategy to deliver readiness so the 5 Vector Model, that resumé, will be the integral part of the entire manning process.

**CHIPS:** You mentioned the third database being built for interactive detailing. Are Sailors able to send a resumé to apply for job openings?

**Vice Adm. Moran:** Not at the current time. We need the third database to be built in order to do a gap analysis between the SkillObject™ requirements for a position and what is actually in the Sailor's resumé. The JCMS, JASS (Job Advertising Selection System) Career Management System, which is the current on-line interactive detailing tool, is a spiral-developed process. It is a more robust way of detailing than we've been able to do in the past, but we are still moving toward Sea Warrior functionality, so we are not there yet. We are actually in an interim step. Sailors can't compare their resumés yet, but they can compare parts of their profiles to see how well they fit a position.

**CHIPS:** So when Sea Warrior is fully developed will it allow Sailors more independence in making career choices?

**Vice Adm. Moran:** Absolutely!

**CHIPS:** We talked a little bit about training requirements. For example, how do you know that an E-6, Information Systems Technician on a carrier has the right skills to do the job?

**Vice Adm. Moran:** There are really two parts to that answer. First, you have to look at what an IT needs across the entire continuum and somewhere in that continuum are the knowledge, skills and abilities needed for that E-6 IT position on the aircraft carrier. We already have built SkillObjects to capture that requirement. Then when you actually build that position on that aircraft carrier, you move the SkillObjects with the knowledge, skills and abilities requirements in the database to define that position.

It's stubby pencil work; you build the requirement for all ITs and somewhere in there is a SkillObject for a particular chunk of knowledge, skills and abilities. You look at those positions in the fleet and move SkillObjects into that positional map so that you capture the requirement for that particular job on a particular unit. For example, a 1st class electrician's mate on a carrier would need different skills than a 1st class electrician's mate on a DDG.

**CHIPS:** Do you have feedback on how Sailors rate the 5VM?

**Vice Adm. Moran:** Yes, we have. A 3rd class master-at-arms from Sigonella, Sicily, wrote: 'I just want to say that of all the time that I spend [spent] on this site, this 5VM is just fantastic!!! It helps me tremendously! Fantastic Job! Love the new look! Thank you so much!'

A 1st class aviation electrician's mate from the Fleet Aviation Specialized Operational Training Group (FASO) wrote: 'The new layout looks good.'

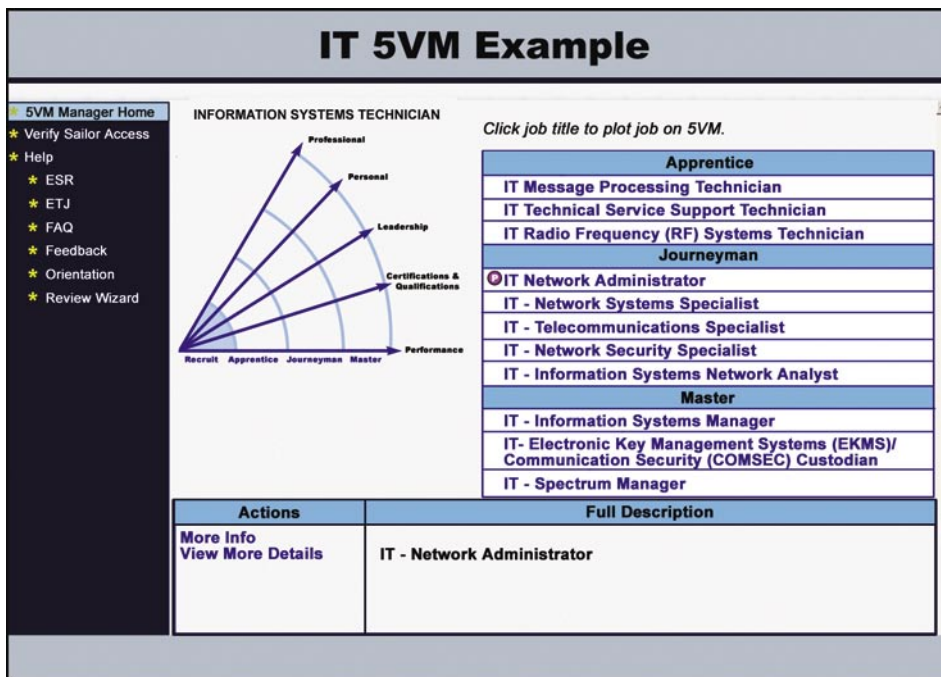
On a recent survey question posted on Navy Knowledge Online (NKO) that had 2,337 total responses we found the following responses. Question: 'I need more information about...'

- How to use my 5VM ... 44.0 percent of respondents agreed
- How the 5VM will affect advancement ... 48.2 percent of respondents agreed (this was the top response).

The 5 Vector Model FAQ page has received more than 23,000 hits since January 2005. The 5VM FAQs are available on the Naval Personnel Development Command Web site at <https://www.npdc.navy.mil>, and are also available via NKO at <https://www.nko.navy.mil>.

**CHIPS:** Does the 5VM work the same way for all enlisted ratings?

**Vice Adm. Moran:** Yes, the vision is that the 5VM will work the same for all of the ratings. It is a recipe so it will work the same. We are in the process now of building the SkillObjects for officers. Right now the recipe is the same, but it could change based on our continuing work. The 5VM is also in a spiral-development process.



understand that yesterday you raised your hand and took the oath. Welcome to the greatest Navy the world has ever seen. We understand that you are going to be a jet mechanic, and that you are going to be assigned to the F-18 squadron in Oceana, Va. Here is Oceana, why don't you take a virtual tour of Virginia Beach and see one of the nicest vacation areas on the East Coast. And by the way, this is an F-18. By the time you report to boot camp we expect you to have all the parts of the F-18 engine memorized.'

So we can deliver content to somebody who has yet to begin official training. Everything he or she can remember about those parts and the location of those parts we won't have to deliver later in the pipeline. That's the vision for Sea Warrior.

*CHIPS: You want to keep recruits engaged so they will maintain that level of excitement about joining the Navy during the delayed entry period.*

*CHIPS: A lot of young people join the service for educational benefits. Is Sea Warrior being used as a recruiting tool?*

**Vice Adm. Moran:** It is interesting that you mentioned that. It is not in the recruiting part of our business yet; but we are discussing it.

*CHIPS: Sea Warrior is exciting to me because if a Sailor chooses to leave the Navy after four years, he or she would have marketable skills and the experience of learning from a multifaceted learning environment. Sometimes you hear a young person who has been in the service say that he or she didn't learn skills that are marketable in industry (other than military bearing and discipline).*

**Vice Adm. Moran:** You're right. I think it will resonate well on the deckplate and in the fleet. I think it will resonate well as a marketing tool; although that is just my opinion at this point. We really are going to give Sailors a resumé when they leave the service. That 5VM, that electronic training jacket (ETJ) will be their resumé.

We are already beginning some of the basic steps at the recruiting level even though we aren't marketing it. We have given everyone a Navy Knowledge Online account that has raised their hand and taken the oath. The Navy has a delayed entry program, which means that there is a waiting period until recruits are sent to boot camp. Sometimes that wait is substantial, so while they are waiting we have given them an NKO account.

What we eventually want to do is push content to them through NKO so they can be learning. What they add to their resúmes early in their career may be something that we won't have to deliver later on in the training pipeline. For instance, we have begun the process of understanding, in some of our aviation ratings, where individuals are going earlier in the selection process. So for those in the delayed entry program using NKO, we could do something like: 'Mr. Smith, welcome to the U.S. Navy. We

**Vice Adm. Moran:** Absolutely. It makes better use of their time and saves us time and helps us roll out the training more efficiently and effectively. The money we save by using this early training can be used for other things.

*CHIPS: What is the mix of Sailor training now? For example, how much training is done in schoolhouses, online, on-the-job and self-instruction?*

**Vice Adm. Moran:** We have converted about 36 percent of our "A" school training to online courses of instruction, and we are continuing to convert more. As of July 2005 approximately 12,000 Sailors have completed some online training, and they have completed that training in about half the time it used to take. We have 52 percent of our Sailors under instruction at "A" schools using online courses.

*CHIPS: Can you talk about the hybrid Sailor and the impact it will have on training?*

**Vice Adm. Moran:** It will certainly be different because what we are doing is developing a Sailor differently. The training will be basically the same, but we are picking different parts of the training to deliver to different Sailors. Because of the SkillObjects we know what skills they will need, but who we deliver them to is the issue with the hybrid Sailor. Under the old way, we would deliver all IT SkillObjects to ITs; we would deliver all jet mechanic SkillObjects to jet mechanics. In the future, we will be delivering IT SkillObjects not only to ITs, but to other ratings in order to better fit an individual for a position. Since we are more effectively utilizing our manpower, we can then optimally man our units.

This is the concept we are using right now to prepare the crew for the Littoral Combat Ship. We are continuing our examination of the hybrid Sailor model for other parts of the Navy as well. So



